

On-the-Job Training

Practices and Procedures Manual

Missouri Department of Higher Education and Workforce
Development

Office of Workforce Development

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INTRODUCTION TO ON-THE-JOB-TRAINING

On-the-Job Training (OJT) is a work-based training service that provides participants with knowledge-upgrade and skills-upgrade training necessary to enable full performance of a job.

OJT also serves as an employer service, as it provides a wage reimbursement to the employer to help offset the extraordinary costs of providing training and supervision to under skilled worker.

The program:

- Provides Local Workforce Development Boards (Local WDBs) with an excellent tool to assist in achieving training and placement goals for WIOA customers.
- Establishes minimum Missouri standards for federally funded OJT programs.
- Encourages Local WDBs to develop local protocols and policies for outreach.
- Supports efforts by Local WDBs to establish minimum standards, such as wages and industry types, for company eligibility while avoiding unnecessary or cumbersome restrictions.

OJT is available under the following funding programs:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth formula funds;
- WIOA National Dislocated Worker Grants, as applicable per grant allowable activities;
- Missouri Heroes Connect (MHC); or
- Trade Adjustment Assistance (TAA)

The intent of this manual is to assist workforce staff in completing all necessary requirements to execute OJT as accurately and correctly as possible. Other details, such as case management basics and provide best practices.

INITIAL JOB CENTER PROCESS

Generally, speaking, potential OJT participants will be identified through the delivery of normal staff assisted services, such as RESEA appointments, workshop attendance, request for résumé assistance, or even a direct request to talk to someone about OJT. These individuals will express some need, whether directly or indirectly, for additional services to obtain employment.

Before staff can pursue OJT eligibility, the potential participant will need to complete a variety of steps, which includes self-service actions and staff-assisted actions. The steps include:

1. Individual creates and/or updates his/her MoJobs individual profile, to include updating the General Information and Background sections.
2. Individual creates and/or updates his/her MoJobs résumé. A customer may also create a resume during step 3.
3. Following local One-Stop Operator procedures, individual must have an active Wagner-Peyser (WP) enrollment. The WP enrollment must be active before moving on to services provided through the WIOA.
4. Individual receives a referral to WIOA or TAA services, following the local office's procedures; this may

include setting up an appointment for the individual to meet with appropriate staff as needed.

At this point, the participant is now in the hands of the appropriate WIOA or TAA partner staff. From here, the individual must be determined for 1) funding eligibility and 2) training services eligibility.

REVERSE REFERRAL

Often times, successful marketing by the Business Services Team at the local level, a company identifies a potential OJT participant first. In these cases, the individual lacks skills the employer requires upfront and is in need of OJT. The company must first refer the individual to the Job Center for eligibility determination **prior to beginning the hiring process**. Any individual hired prior to the eligibility determination is not eligible for the federally funded OJT program. Individuals who are a result of a reverse referral are required to go through the steps listed in the Initial Job Center Process section of this Manual.

FUNDING ELIGIBILITY AND DOCUMENTATION REQUIREMENTS

WIOA Adult/Dislocated Worker

Staff will find funding eligibility guidelines for WIOA Adult and Dislocated Worker (DW) participants in the latest OWD Issuance for Adult and Dislocated Worker Program Eligibility and Documentation Technical Assistance Guidance (TAG). The issuance will provide the documentation requirements for eligibility purposes under either funding stream.

Eligibility for Adult or Dislocated Worker must be established through the WIOA Application found in the OWD's electronic case management system.

- **Adult** eligibility must be marked with an **Adult Eligibility Date**, on or before the OJT start date.

Adult Eligibility:	☒
Adult Eligibility Date:	04/09/2018 (mm/dd/yyyy)  Today

- **Dislocated Worker** eligibility must be marked with a **Dislocated Worker Eligibility Date**, on or before the OJT start date.

Dislocated Worker Eligibility:	☒
Dislocated Worker Eligibility Date:	04/09/2018 (mm/dd/yyyy)  Today

- ☐ Dislocated Workers, including those enrolled into a National Dislocated Worker Grant (NDWG), must also be asked if they have recently been to an Employment Transition Team (ETT) meeting (Missouri's term for Rapid Response), as a result of a company layoff. If so, record this information on the Employment Tab of the Dislocated Worker application, with the respective employer event number recorded. All fields below must be recorded:

Attended a Group Orientation (Rapid Response):
☒ Yes ☐ No

Most Recent Date Attended Rapid Response Service

[Find Rapid Response Event](#)

Rapid Response Event Number

- You can use the “Find Rapid Response Event’ lookup table to search for the corresponding Rapid Response Event Number. Use the search field ‘Company Name’ to easily local the company associated with the individual’s layoff. If multiple dates, are listed for the individual’s employer, select the best fit for the separation.
- An individual’s most recent Rapid Response service date can be determined by observing the date associated with the event number in the lookup table or by looking up the individual’s Case Notes and finding the ETT Meeting Service case note.

NOTE: These details are imperative for Rapid Response reporting for the State of Missouri, as performance is based upon how many eligible participants were served through either the WIOA DW, WIOA NDWG, or TAA program. Any questions about Rapid Response/Performance Reporting may be directed to DHEWD.ETT@dhewd.mo.gov.

- Upon completing of the eligibility application, the system will indicate if all eligibility requirements are met of why the application does not indicate eligibility.

Program	Eligible	Priority	Calculated Exception/Limitation	Reason(s) Not Eligible	Action
Adult	Undetermined			No Adult Eligibility Date.	☐ Inactive
Dislocated Worker	Yes				☐ Inactive

- Common troubleshooting ideas include issues with the selective service or veteran’s information, originally marking the application to save a partial application and the verify documentation have not been recorded, or simply that the data entry does not support actual eligibility for the program selected at start.
- First direct questions regarding eligibility to the immediate local contact, whether that is the supervisor, Functional Leader, etc., and follow local policy when the customer needs further assistance.

Missouri Heroes Connect

The Missouri Heroes Connect program provides employment and training services to veterans, military service members, and spouses who meet Dislocated Worker eligibility, as outlined in OWD’s current Adult and Dislocated Worker Program Eligibility and Documentation ¹TAG. OWD’s current Issuance regarding the Missouri Heroes Connect defines eligibility veterans, military service members, and spouses², along with other details regarding the program, including additional allowances for supportive services, which customers may use to support OJT employment.

¹ OWD Issuance 07-2022 or current, Adult and Dislocated Worker Programs Eligibility and Documentation Technical Assistance Guidance

² OWD Issuance 03-2022, Missouri Heroes Connect

WIOA Youth

Funding eligibility guidelines for WIOA Youth eligible participants are found in the latest OWD Issuance for Youth Program Eligibility and Documentation Technical Assistance Guide. This issuance will provide all the documentation that is required for eligibility and documentation requirements for the Youth program, as well as additional training eligibility.

Eligibility for Youth must be established through the use of the WIOA Application found in the OWD's electronic case management system.

Youth eligibility must be marked with a Youth Eligibility Date, falling on or before the OJT start date.

Youth Eligibility:	☒
Youth Eligibility Date:	05/31/2017

Upon completion of the eligibility application, the system will indicate if all eligible requirements have been met or why the application does not indicate eligibility.

Program	Eligible	Priority	Calculated Exception/Limitation	Reason(s) Not Eligible	Action
Adult	Yes	LI			☐ Inactive
Dislocated Worker	No			No DW Eligibility Date.	☐ Inactive
Youth	Yes, Out-of-school				☐ Inactive

WIOA allows OJT as a Work Experience for enrolled Youth. OJT agreements are to be limited with an employer to the duration necessary for the participant to become competent in the skills required to perform the position. **When considering an OJT for participants enrolled in Youth, all applicable state and federal child labor laws must be followed.**

An assessment of the Youth participant's interest, skills, and abilities is required. Base the writing of the OJT Training Plan on the participant's career and occupational goals, the Individual Service Strategy (ISS), and any prior Work Experience. Local WDBs are strongly encouraged to place Youth participants in OJT opportunities that are in high growth industries identified by regional Labor Market Information. Staff must develop, implement, and monitor OJT employer agreements and training plans for Youth in accordance with the guidelines listed in this Manual.

Despite having a different funding source, OJT for Youth still utilizes the same OJT forms as WIOA Adult and Dislocated Workers. Any additional information relating to Youth documentation can be found in the following Youth Issuances:

- OWD Issuance: Youth TAG
- OWD Issuance: WIOA Youth Program Framework and Design
- OWD Issuance: WIOA Work Experiences for Youth Participants

Trade Adjustment Assistance

The Trade Adjustment Assistance (TAA) Program is a federal entitlement program that assist U.S. worker who have lost or may lose their jobs as a result of foreign trade. This program seeks to provide trade-affected workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. The TAA program is administered by OWD's Trade Act Navigators.

TAA OJT still provides a 50% wage reimbursement during the designed training period, however, TAA OJT has a maximum length of 104 weeks, versus the 1,040 hours/6 months rule with regular WIOA and MHC OJT.

In the State of Missouri, the TAA program will be the primary source of assistance (funding) for adversely affected workers, as stated in the Governor's Agreement regarding TAA. If an individual is seeking training services through WIOA but is eligible for services through TAA, TAA funding must be used first.

Due to the complexity of operating guidelines, documentation, and eligibility requirements for TAA, all TAA OJTs must follow guidance listed in the TAA Operations Manual, as the primary focus of this manual will cover WIOA programs. All questions regarding TAA are to be directed to DWDTradeActHelp@dhewd.mo.gov.

TRAINING ELIGIBILITY CRITERIA

After basic funding eligibility is determined, an individual must also be determined eligible for *training services*. Under the WIOA and the implementation regulations, training services may be provided to Adult and Dislocated Workers, which include MHC participants, who meet all five training eligibility criteria. Training eligibility is not required for Youth program participants.

A One-Stop Operation/Partner must determine, after an interview, evaluation, or assessment **and** career planning that the individual:

1. Is unlikely, or unable, to obtain or retain employment that leads to economic self-sufficiency or wages comparable to – or higher than – wages from previous employment through career services; *and*
2. Is in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to – or higher than – wages from previous employment; *and*
3. Is in possession of the skills and qualifications to participate successfully in training services; *and*
4. Has selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individual is willing to commute or relocate; *and*
5. Is unable to obtain grant assistance from other sources to pay the costs of such training [including such sources as State funded training funds, Trade Adjustment Assistance, and Federal Pell Grants established under Title IV of the High Education Act of 1965] or requires WIOA assistance *in addition* to other sources of grant assistance (including federal Pell Grants).

All of these eligibility requirements for training services **must** be met and documented before an individual can receive the OJT service. Staff must also document these requirements in Case Notes in the OWD's statewide electronic case management system.

OWD's current issuance on Training Justification provides guidance on training eligibility and documentation.³

³ OWD Issuance 08-2022 or current, Training Eligibility Justification
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PARTICIPANT REQUIREMENTS

Assessments

Staff must complete and appropriate **assessment** of participants chosen to participate in OJT opportunity. Consider the skill requirements of occupation, the academic and occupational skill level of the participant, and the participant's prior work experience prior to execution of the training plan, as these factors determine the length of the training plan.

The OWD's electronic case management system has a built in assessment, call the Objective Assessment Summary (OAS), which can be used for this piece. The OAS can be found under **Staff Profiles → Case Management Profile → Plan → Create Objective Assessment Summary**.

Employment Plan

Staff must also work with the participant to develop and Employment Plan (EP). An EP is an individualized career service that the participant and the case manager/career planner develop jointly. The EP is an ongoing strategy to identify employment goals, achievement objectives, and the appropriate combination of services necessary to enable a participant to achieve their employment goals.

With regard to OJTs, staff should place the participant in an OJT opportunity that is consistent with the occupational goal of the participant's EP. The frontline workforce staff is responsible for updating the EP as necessary, such as when objectives are achieved or supportive services are needed.

The OWD's electronic case management system has a built in EP that allows staff to record the long-term goals, short-term goals, and objectives, as required. The EP can be found under **Staff Profiles → Case Management Profile → Plan → Create Individual Employment Plan/Service Strategy**.

Refer to the current OWD Issuance on Statewide Individual Employment Plan Development Policy⁴ for all guidance on EP requirements such as, specific requirements addressing short and long term goals, as well as the required documentation for addressing the identified skills gap.

After the participant **Assessment** and **EP** are completed, the workforce staff also must consider:

- Will the participant need to learn new skills for the OJT position, or does the participant currently possess those skills?
- Is OJT the best strategy for the participant to learn these new skills or is occupational skills training more suitable for the participant?
 - **Note, in the case of a TAA OJT, the work-based learning opportunities must be considered first.*
- Can the participant obtain the position without reimbursement to the employer? If so, a direct job placement is appropriate, and OJT is not allowable.

Mandatory Initial Case Note

It is mandatory that any customer moved to participant status must have an Initial Case Note entered at the time of enrollment. This Initial Case Note must include required details: summary of eligibility, action plan, and immediate supportive service needs. As stated in the Case Note policy, this mandatory Initial Case note must

⁴ OWD Issuance 09-2020 or current, Statewide Individual Employment Plan Development Policy
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be entered for **all** active program participants at time of enrollment. Additional information regarding case notes can be found in the latest OWD Issuance on Case Note Policy⁵.

Recording OJT Related Services

As services occur, staff must record such services by adding the respective service code to the WIOA record. Each service will be associated with a specific Customer Group, which will be chosen based off the funding source. The correct Customer Group must be recorded, if the designation is not available, most likely there is a problem with the actual application. Check the eligibility information to determine if the correct eligibility was determined at start.

Staff must record all services delivered (including assessments, Employment Plans, Supportive Services, etc.) Below are the OJT training service codes.

- 180 series-Supportive Services, if and when they occur
- 205-Full Development of IEP
- 213-Comprehensive Assessment
- 301-On-The-Job Training (for Adult/Dislocated Worker OJT)
- 428-Youth On-The-Job Training Opportunities (for Youth OJT)

Regular OJT services to be recorded, at minimum, are:

- 301-On-The-Job Training (for Adult/Dislocated Worker/MHC/TAA OJT)
- 428-Youth On-The-Job Training Opportunities (for Youth OJT)

When entering the respective OJT service code, staff must select the OJT Employer as the service provider. If the employer is not available, staff will need to work with the local service provider liaison to get the employer entered into the system. For TAA OJTs, employer are entered by Central Office TAA program staff.

When entering the respective training level service, staff must ensure the Occupational Training Code listed on the service matches the O*NET code listed on the Training Outline and Job Description, Form PO-214. Otherwise, this will be considered an *issue* during annual Programmatic Monitoring Reviews performed by OWD's Regulatory Compliance Unit.

Services must record the correct actual state date and correct actual end date.

Staff should not wait to close services until a final OJT invoice is paid, as this may take over a month before the invoice is received from the employer. It is suggested that staff check in with the employer once the anticipated training end date has been met in order to record accurate end dates.

NOTE: Not having the correct dates associated with training services will result in a Data Element Validation failure, which is part of an annual review performed by OWD's Regulatory Compliance Unit.

Other services may be provided to the participant during their participation in WIOA activities. A full list of

⁵ OWD Issuance 09-2022 or current, Case Note Policy

service codes and their definitions are available in the latest OWD Issuance Activity Codes.

Recording OJT Service Outcomes

When a participant completes the OJT activity, staff must record the most appropriate service outcome:

- Successful Completion; *or*
- Unsuccessful Completion

OJT & Job Order

OJT agreements are often developed with employer who are using the local Job Center for recruitment assistance, in which case, the employer should have an open job order in OWD's electronic case management system. Any OJT participant placed with an employer as part of a recruitment service to the employer, must have a referral to the job order. The referral status of the job order must be updated to reflect 'Hired' once the agreement has been established and the individual has been hired.

The easiest way to update the job order referral status is to assist the employer record where the job order is posted and follow the steps below.

1. Click 'Applicants'.
2. Check the applicant that needs to be marked as hired.
3. Click 'Status' at the bottom of the list.
4. Under "Applicant's Recruitment Stage", select the 'Yes' radio button and record the start date in all required fields.
5. Click 'Save Status' at the bottom of the page.

Job Title	Employer Job Status	On-line Status	System Status	Created	Inactive After	Views	Applicants	Action
Equipment Operator/Laborer	Open and available	offline	Open and available	4/13/2018	6/12/2018	0	1	Copy
							#1	Edit
								Delete
								Search by Job Criteria
								Pre-fill Advanced Resume Search
								Applicants

Name and Location	Last 4 SSN	Education Level	Desired Salary	Applicant Status	Your Rating	Skills Matched	General Req's	Specialized Req's	Action	Select
Tribute, Troy Of Jefferson City, MO United States Veteran	0409	High School Diploma	N/A	Not Specified	Not Rated	0%	75%	#2	Details	☒
									Staff Résumé	
									How Do they Measure Up	

#3

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#4

Applicant's Recruitment Stage

Below are various recruiting stages. Please indicate the stages, if any, that t
below and may generate additional prompts for your input.

Scheduled Interview:	☐ Not Specified	☐ Yes	☐ No		Today
Interviewed:	☐ Not Specified	☐ Yes	☐ No		Today
Hired:	☐ Not Specified	☒ Yes	☐ No	04/13/2018	Today
Notified of Non Hire:	☐ Not Specified	☐ Yes	☒ No		Today

Applicant Summary

The Applicant's Current Status has been set by your choices above. Please complete any

Applicant's Current Status:

* Hired (Job Started): 04/13/2018 Today

Measurable Skills Gains

Measurable skills gain is one of the six core measures tracked and reported to the federal government for WIOA performance purposes. This indicator measures the interim progress of participants enrolled in education and training services for a specified reporting period.

OJT participants could have measurable skills gain during their participation, meeting the definition of a gain through the report of satisfactory, or better, progress towards established milestones. Documentation from either the midpoint or endpoint monitoring process will provide the determination of a Measurable Skill Gain.

If a Measurable Skill Gain is achieved, it must be recoded under the WIOA or TAA Application, under Measurable Skills Gain header.

To document the gain in this section, staff must choose the following:

Skill Type: Training Milestone

Type of Achievement: Achieved satisfactory or better progress report towards an established OJT training milestone, not previously recorded.

Verify: Other, PO-219

NOTE: The monitoring must indicate that a measurable skills gain was achieved. Simply performing monitoring does not warrant documentation and verification of a gain.

Skill Attainment Information

Fill in the following information for the skill achievement.

Program: Title I - Workf

* Skill Type:

Training Milestone

* Date Skill Attained:

05/15/2018 Today

* Type of Achievement:

Achieved satisfactory or better progress report towards an establishe

[Verify | Upload | Link]

✓ Other Applicable Documentation, (specify)

Skills Gain Achievement Type Verification

☐ Case Note
 ☐ Hard Copy Record
 ☒ Other Applicable Documentation, (specify)

PO 219

Supportive Services

WIOA define Supportive Services as services necessary to enable an individual to participate in activities authorized by WIOA Title I. Supportive Services, particularly, should be used to assist an individual participant who has a barrier to employment, but they must be available to all eligible participants in WIOA Title I activities.

As a reminder, all Supportive Services must be documented in Case Notes and include, at minimum, all of the following:

- The type of Supportive Service paid;
- The amount for the Supportive Service;
- The timeframe of duration for which the Supportive Service was paid;
- The justification of need for the Supportive Service; and
- Documentation of the lack of availability of alternatives or other community resources.

Refer to the current OWD Issuance regarding Supportive Services for guidance on the allowance, approval, payment of, and documentation of Supportive Services authorized by WIOA.

Equal Opportunity and Complaint and Grievance Notification

WIOA regulations require that participants receive notification of the right to pursue complaints or grievances related to Equal Opportunity issues or programmatic delivery of programs and services. To ensure that the OJT participant has been properly notified and provided with a copy of his/her rights and responsibilities, OWD requires a signed attestation. Form EO-15 must be used by all Local WDBs for this information, marking the OJT participant as a **participant** in the correct corresponding section. The participant will retain page 1 and 2, while page 3 is uploaded to the participant's electronic file.

Refer to the latest OWD Issuance regarding Equal Opportunity and WIOA Complaint and Grievances for full operating guidance.

OJT REGISTERED APPRENTICESHIPS

OJT agreements may be entered into with Registered Apprenticeship program sponsors or participating employers in Registered Apprenticeship program for the OJT portion of the Registered Apprenticeship program consistent with 20 CFR 680.700. Depending on the length of the Registered Apprenticeship training program and State and Local WDB OJT policies, these funds may cover some or all of the duration of the registered apprenticeship.

When a Registered Apprenticeship (RA) is supported through an OJT agreement, all program eligibility, documentation, duration, and paperwork still apply. There are two Apprenticeship services available in the electronic case management system, which service to use depends on how the RA activity is supported with funding. Each service and its respective definition is below.

- 310-Apprenticeship-Non Approved Provider: Program registered under the National Apprenticeship Act as “Registered Apprenticeship”. Record this service when supporting RA activity with an OJT agreement only.
- 314-Apprenticeship-Approved Provider List ITA: Program registered under the National Apprenticeship Act as a “Registered Apprenticeship”. Record this service when supporting the related instruction component of a RA activity through ITA contract or when supporting the RA activity through an ITA contract and an OJT agreement jointly, as allowable by 20 CFR 680.750 and TEGL 19-16.

When funding Registered Apprenticeships, the RA must be listed on the State’s Eligibility Training Provider System.

Registered Apprenticeships have core components associated with this training method that are accounted for in performance measures, which includes a wage increase (measurable skill gain), employment, and a credential (credential attainment). Every apprentice who completes their Registered Apprenticeship training will automatically receive a credential from the U.S. Department of labor, other credentials may also be received as a result of how the Registered Apprenticeship program was developed.



Even though the OJT agreement may not last the entire duration of the Registered Apprenticeship training, a credential can still be recorded up to a year after exit. When supporting a Registered Apprenticeship training program with an OJT agreement, all of these details are to be captured and recorded in OWD's electronic case management system.

To record a credential in the system, local the Credentials section under the WIOA Application and follow the prompts to complete the entry.

The following information should be recorded for the Credential Information:

1. Credential Received: Occupational Skills Certificate or Credential
2. Credential Verification: Choose what documentation is available to support receiving the credential
3. Date Credential Received: Record the date listed.
4. Associated to Activity: Select 'Search Activities' and record that the credential is tied to the correct Apprenticeship service.

Other allowable source documentation may be received instead of the apprenticeship completion certification. Refer to [TEGL 23-19, Change 1](#), Attachment II for a list of allowable source documents. For additional information regarding Registered Apprenticeships, direct questions to apprenticeship@dhewd.mo.gov.

OJT EMPLOYER ELIGIBILITY REQUIREMENTS

Determining Employer Eligibility

OJT is provided under an agreement with an employer in the public, private non-profit, or private sector. Not only does the participant have to meet eligibility requirements, but the employer and the position must meet specific requirements, as well.

OJT Training Agreements **are not** entitlements. Local WDBs should use OJT to develop long-term employment opportunities by identifying priority employers.

Every OJT employer must affirm enrollment and participation in the E-Verify federal work authorization program; this affirmation is part of the OJT Agreement.

A pre-agreement evaluation of the employer's performance must be completed using the criteria listed below:

- *Pre-award review* – WIOA Section 181 and the regulations at 20 CFR 683.260 prohibit the use of OJT funds for a training position at a business that has recently relocated if that physical relocation resulted in the loss of employment for any employee of the business. In such a case, the position must be in place for at least 120 days at the business' new location before it is eligible for OJT. A pre-award review is required to verify that a business claims to be "new" or "expanding" is not, in actuality, relocating. Document all pre-award reviews and include names under which the company does business; the name, title, and address of the company official certifying the information, and whether assistance is sought in connection with past or impending job losses at other facilities, including a review of whether Worker Adjustment and Retraining Notification (WARN) notices relating to the employer have been filed. The review may include consultation with labor organizations and other in the affected LWDA.
- It is State policy that the employer must have:
 - Recalled – or attempted to recall, in good faith – all employees who entered active layoff or participated in the Missouri Shared Work Unemployment Compensation Program within the

past 365 days in the local labor market area; and

- Not given notice of layoff to any employees from the same position or any substantially equivalent position.

- The training must not displace current employees.
- The company must have regulations that address safety and health issues.
- Appropriate supervision and training must be provided for all participants.
- Training must not duplicate a service already available through other programs of Missouri Department of Economic Development, including the Missouri One Start Program.
- WIOA law⁶ and regulations⁷, state that OJT contracts must **not be entered into with employers that consistently fail to retain** OJT participants. The local OJT coordinator must not create an OJT program agreement with an employer who has previous exhibited a pattern⁸ of failing to provide OJT participants with continued long-term employment as regular employees with wages, benefits, and working conditions. A participant's situation must be equivalent to that of regular employees who have worked a similar length of time and are doing the same type of work.
- The position must not be seasonal employment.
- The wages and benefits should be appropriate based on O*NET State and National Wage Tables.
- The employer must pay its employer wage taxes.
- The position must be a full-time position, defined as 32 or more hours per week.
- Training must not impair any existing agreement for services or collective bargaining agreements.
- Training Agreements cannot be for temporary or intermittent employment, or for employment in an occupation for a fee.

The pre-award determination must be documented in case notes or uploaded to the employer's file.

Employer OJT Services and Other Case Management Requirements

In order to report services provided to employer for the WIOA Effectiveness in Serving Employer performance measure, employer services must be recorded, as appropriate. The following services will apply to employer with regard to the OJT program and are to be recorded once the service is delivered.

E18-Work Based Learning Marketing – *Services provided to employer involving outreach and marketing of all Work Based Learning opportunities, to include OJT, Apprenticeships, Transitional Jobs, and Incumbent Worker Training.*

E-12-Work Based Learning Contract/Monitoring Visit – *Contact with an employer regarding any Work Based Learning contract (OJT, Apprenticeship, Transitional Jobs). Examples include, establishing a training plan, monitoring visits, and follow up services.*

REQUIRED PAPERWORK FOR THE OJT PROGRAM

Once the participant and the employer have both met eligibility determinations, and all information has been appropriately documented, the OJT can be established. An OJT service is supporting through the use of program specified paper documentation, which records employer attestation information, training plan information, results of monitoring throughout OJT service, and so on.

⁶ WIOA sec. 194(4); 29 U.S.C. 3254(4).

⁷ 20 CFR 680.700(b)

⁸ The law specifically includes past OJT performance under the Workforce Investment Act of 1998 as well as contemporary performance under WIOA.

OWD strongly recommends that its forms for OJT program management, listed at the end of this guide, be utilized for agreements and program management. If forms with local identifiers or headers are used, they **must** include all information required on the current corresponding OWD form. The form used should record information in the same format as required on the OWD forms.

Each OJT must be supported using the following OJT-related documentation:

- OJT Training Program Agreement
- OJT Training Outline and Job Description
- OJT Monthly Progress Report/Invoice
- OJT Monitoring Report
- OJT Supplemental Agreement, as applicable

OJT Program Agreement (DWD-PO-213)

The OJT Program Agreement allows for the discussion of all things required under WIOA.

As part of establishing a program agreement, an employer orientation must be completed with each employer and/or employer representative to discuss the training provisions, general assurances, training plans (including the attainment of skills), program monitoring, and invoicing procedures.

In the orientation, staff must discuss WIOA's nondiscrimination requirements. Equal Opportunity for all participants is without regard to race, color, religion, sex, national origin, age, disability affiliation, belief, or state as a participant in the OJT program. The employer and/or employer representative must also be made aware of programmatic complaint and grievance rights and responsibilities under WIOA. To ensure OJT employers have been properly notified and provided with a copy of their rights and responsibilities, OWD requires a signed attestation using the EO-15 form, which identifies the OJT employer as a "recipient". For additional information, please see the latest guidance provided in the OWD Issuance regarding Equal Opportunity and WIOA Complaint and Grievances.

OJT participants cannot be employed in the construction, operation, or maintenance of a facility primarily devoted to sectarian instruction or religious worship. The Local WDB must have a policy in place to handle employer disputes, nepotism, and agreement-modification requests.

OJT Program Agreement Minimum Requirements

If using a locally developed form, an OJT Program Agreement must include at minimum:

- Employer contact information, including FEIN;
- Training operator contact information;
- Beginning and ending date of the OJT Program Agreement (of the Agreement; not the duration of a participant's *training*, which may not exceed one year). The Program Agreement also may require an OJT Supplemental Agreement if the duration of the participant training extends beyond the original agreement dates (reimbursement will not be made for those hours unless a Supplemental Agreement is previously in place);
- The number of participants to be provided full-time employment under the OJT Program Agreement;
- The total fixed price of the OJT Program Training Agreement;
- Employer Attestation of Workforce Status and Electronic Time Management System;
- The concurrence of the Collective Bargaining Agent if applicable;

- Authorized, dated signature of the employer and the training operator;
- E-Verify enrollment documentation with an affidavit of work authorization;
- Legal Certifications regarding Debarment and Suspension in according with Uniform Guidance at 2 CFR 2998; and
- OJT Program Agreement General Assurances, which must include:
 - E-Verify confirmation;
 - Reference to labor standards;
 - Grievance procedures;
 - Compliance with all applicable business licensing and taxation;
 - Provisions covering liability, sanctions, and debt repayment; and
 - The employer's commitment to retain the participant(s) upon training completion.

On-the-Job Training Outline and Job Description (DWD-PO-214)

The OJT Outline and Job Description form is used to identify the occupation, the skills, and the competencies for which the participant is training, as well as the length of time of the training. The OJT Outline and Job Description form, also referred to as the Training Plan, must establish a benchmark for the normal duration of time required for an average participant to become proficient in the occupation for which the training is to be provided. To determine the appropriate length of the training agreement, consider the skill requirement of the occupation, the academic and occupational skill level of the participant, prior work experience, and the participant's EP.

Thoroughly document the Skills Gap Analysis at a level sufficient to justify expenditure of either the State or Federal funds.

Determine the position for which the participant will train, and then develop a Training Plan. The Training Plan will be a formal, written outline of structure job training. That training is to combine instruction in general employment competencies with occupationally specific skills that will enable the participant to work toward self-sufficiency. Use O*NET and/or the company's job description as a basis to list skills or tasks. Keep each skill description concise and comprehensive, and make sure the individual tasks are measurable and observable.

Job description must be consistent with the training being provided. Local WDBs must document that the proposed training is in the agreed-to occupation.

OJT Outline and Job Description Minimum Requirements

On-the-Job Training Outline and Job Description Form must include:

- Name of participant;
- The statewide electronic case management system State ID and last four digits of Social Security Number;
- Occupation for which training will be given;
- Specific Vocational Preparation (SVP) Level;
- Starting and ending dates of training (not the Program Agreement; any variance requires an OJT Supplemental Agreement);
- Number of hours per week participant will work;
- Initial wage rate and scheduled raises (if any);
- OJT wage and the percentage of reimbursement;
- Maximum OJT-obligation amount;

- Name or job title of person responsible for training;
- A job description and training outline that clearly reflects what the participant will learn and the length of the proposed training;
- A list of specific skills or tasks the employer agrees to provide to the participant;
- Signature of participant and date; and
- Signature of employer/trainer and date.

An OJT Agreement with participant's former employer is discouraged and **only allowable with prior approval** from the Business Service Team Lead and the OWD Work Based Learning Program Coordinator. The Training Plan and participant's statewide electronic case management system EP must additionally document that the OJT participant is training in an upgraded position.

The Training Plan reimbursement rates must not exceed 50 percent of the wage rate of the participant.

Generally, Training Plan reimbursement rates must not exceed 50 percent of the wage rate of the participant.

The Governor may authorize an increase in the reimbursement rate for the OJT agreements funded through the statewide employment and training activities described in 20 CFR 682.210 of up to 75 percent. The Local WDB also may increase reimbursement rate for OJT agreements described in 20 CFR 680.320(a)(1) up to 75 percent, when taking into account the following factors, as outlined in the local OJT policy:

- The characteristic of the participants, taking into consideration whether they are "individuals with barriers to employment" as defined in WIOA sec. 3(24);
- The OJT employer qualifies as a small business, as defined by the U.S. Small Business Administration;
- The Local WDB's Local Plan identifies the industry sector that includes the OJT occupation in its sector strategies;
- The occupation rates an "A" or "A+" rating in the Missouri Economic Research and Information Center (MERIC) Missouri Occupational Outlook Projections for 2014-2024;
- Other factors approved by the OWD's Work Based Learning Manager, which may include the number of employees participating, wage and benefit levels of the employees (both at present and after completion), and relation of the training to the competitiveness of the participant.

The identified circumstance from the above list, used to justify the increased OJT reimbursement rate, must be recorded as a participant or employer Case Note, as appropriate, in the OWD electronic case management system.

In determining the appropriate length of the Training Agreement, determine the SVP level associated with the occupation, then consider the skill requirements of the occupation, the academic and occupational skill level of the participant, the participant's prior work experience, and the participant's EP. Base the participant's length of training on the skills gap between the position and the OJT participant. If a participant has relatable work experience or education, the length of training must be reduced following a local-defined process.

Training must not exceed 1,040 hours for WIOA-funded OJT's.

The following is the conversion between the Specific Vocational Preparation (SVP) Level of the occupation and the maximum weeks of training allowed for an OJT participant. (An explanation of the various levels of SVP is available at [O*NET Online](#).)

SVP Level	Maximum Duration of OJT
1	Short demonstration only
2	Up to 1 month
3	Up to 3 months
4 and over	Up to 6 months = 1,040 maximum hours of training

As mentioned in the section on “Determining Employer Eligibility,” OJT participants’ compensation and benefits must be at the same rates, including periodic increases, as that of trainees or employees in similar occupations for the same employer who possess similar training, experience, and skills. Such rates shall be in accordance with applicable law, but in no event less than the higher of the rate specified in Sec. 6(a)(1) of the Fair Labor Standards Act of 1938 [29 U.S.C. 206(a)(1)] or the applicable State (<https://labor.mo.gov/DLS/MinimumWage>) or local minimum wage law [WIOA sec. 181(a)(1)(A)]; 29 U.S.C. 3241(a)(1)(A). Rates shall not be less than the higher of the federal, State, or local minimum wage.

Invoicing (DWD-PO-220)

Payments to employers for the OJT agreement must comply with WIOA program guidelines and the Local WDB’s policies. Local WDBs must ensure that payments to employers compensate for the extraordinary costs associated with training and costs associated with the lower productivity of participants. Employer are not required to document these extraordinary costs.

OWD does require, however, that employers establish record-keeping and record-retention systems that adequately support OJT invoices. All records associated with payment to employers must be available to OWB monitors. The invoice system that determines reimbursement must clearly document the number of hours worked each day by the participant and the rate of pay for the period. Both the participant and the employer must sign the invoice, unless the participant signs documentation (timesheet/timcard) that the employer attaches and reconciles to the invoice. In the event the participant is unable to sign a timesheet, outline attempts to secure a signature in case notes. If a company uses an electronic time management system to capture attendance, and attests to its use in the Program Agreement, the participant’s signature is not necessary. The employer is required to submit timesheets with their monthly invoice in order to receive reimbursement. Staff must utilize the invoice and the supporting timesheets to ensure the employer has not requested reimbursement for hours in which no training occurs (illness, holidays, and other paid time off).

Base payments to employers on scheduled raises and regular pay increases, if they occur. Any such raises must be documented within the OJT Supplemental Agreement (form DWD-PO-215) and must be in place prior to the reimbursement of the wage increase. Payments to employers cannot be based on higher wages due to overtime, shift differential, premium pay, other non-regular wages paid by the employer, or periods of time in which no training occurs (illness, holidays, plant downtime, or other events). In the event a participant is earning overtime, payments may be made to the employer to reimburse the number of hours worked only and must not be based on the increased wage rate.

The form DWD-PO-220, “OJT Monthly Invoice,” serves as an example of an invoice. Employers cannot pay OJT participants in cash.

Documentation Requirements

Local WDBs are responsible for monitoring training, invoicing, and reimbursement systems on a pre-determined, systematic, and documented basis. Local WDBs must verify and document progress and provide technical assistance, as needed, to the employer and the participant.

All employers are required to maintain their own internal supporting documentation in accordance with the record retention requirements in Article 6 of the Program Agreement General Assurances (form DWD-PO-213).

Monitoring (DWD-PO-219 A&B)

Monitoring of the OJT Training Agreement is the responsibility of the Training Operator (Local WDB or WIOA Service Provider). The duty may be assigned to another designated entity or individual, provided there is no conflict of interest. The monitoring will include participant training and corresponding employer payroll records. To ensure validity and propriety of the reimbursement amounts claimed, **on-site monitoring** of OJT employers and other subrecipients is required.

For program compliance, on-site monitoring of each participant must occur, at a minimum, **mid-training** and upon **completion**.

Document mid-point and end-point monitoring on the DWD-PO-219 Part B form during on-site monitoring. Also document mid-point and end-point monitoring results in Case Notes.

End-point monitoring is to evaluate an employer's performance and to determine suitability for future agreements. DWD-PO-210 Part A is used to ascertain the following:

- Did the employer retain the completed OJT participants;
- Did monitoring identify training as poor or incomplete;
- Was there an increase or decrease in wages after training;
- Was the participant dismissed after training or during the follow-up point; and
- Were there any participant grievances?

The Local WDB or its designee must conduct sub-state monitoring of its programs, including employer fiscal records, as outlined in the Statewide Sub-State Monitoring Policy. OWD will monitor for program compliance through OWD's electronic case management system and Local WDB financial records during the annual Programmatic/Financial Monitoring.

Supplemental Agreement (DWD-PO-215)

Training plans and agreements include very specific dates to indicate how long the training service will last, the forms also document a fixed dollar amount to be paid over the course of the agreement. During the course of the OJT, a need may arise to modify the original agreement.

The Supplemental Agreement must indicate the modification type, either Bilateral or Unilateral. A *Bilateral* modification is a change that impacts both parties, both the **Training Operator** and the **Employer**. A *Unilateral* modification is a change that impacts only one party.

FINANCIAL REPORTING

Local WDBs should report OJT as a program cost on their monthly contract progress reports required by the OWD [Financial Manual](#).

OJT EMPLOYER OUTREACH STRATEGIES

Outreach

A sound outreach plan should be based on the premise that businesses will use an organization that serves their interests. Outreach efforts should begin with the Business Services Team and avoid duplication efforts and administrative waste. Define outreach objectives locally to suit the area's employment conditions. Research local market information using online resources, such as Missouri Economic Research and Information Center ([MERIC](#)), [O*NET Online](#), and the North American Industry Classification System ([NAICS](#)).

OJT outreach can be a mix of direct and indirect methods. This can include face-to-face contacts with employers, mail-outs (introductory letters, notes of appreciation, newsletters), involvement with the Chamber of Commerce, press releases, networking with other agencies, and speaking to civic organizations.

Outreach strategies include:

- Researching companies before contact, and noting previous labor needs.
- Targeting high growth and in-demand industries in the LWDA.
- Educating employers about how OJT can enhance their businesses, cut waste, skill up the workforce, reduce turnover, and increase profits.
- Projecting how OJT can save the company money.
- Offering the employer assistance with completing the required paperwork.

Each Local WDB must describe the Board's ongoing strategies for promoting and increasing the number of participants in OJT in the WDB's local plan.

QUESTIONS

Any questions regarding the execution of OJT, should first be directed to the appropriate contact person at the local level. Should additional assistance be needed, questions can be directed to the WIOA Programs team at programs@dhewd.mo.gov.

FORMS

All forms are available online at jobs.mo.gov/dwdprograms

DWD-PO-213	On-the-Job Training Program Agreement
DWD-PO-214	On-the-Job Training Outline and Job Description
DWD-PO-215	On-the-Job Training Supplemental Agreement
DWD-PO-217	On-the-Job Training Eligibility Notification
DWD-PO-219	On-the-Job Training Monitoring Report, Part A (Employer), Part B (Participant)
DWD-PO-220	On-the-Job Training Monthly Progress Invoice

RELATED ISSUANCES

04-2018: Participant Activity Codes & Definitions
13-2017: Statewide Supportive Services Policy
16-2017: Disseminating Notices For Equal Opportunity For EO and Complaint & Grievances
28-2017: Credential Attainment Policy
13-2019: Statewide Workforce Innovation and Opportunity Act (WIOA) Youth Program Framework and Design Policy
05-2020: WIOA Youth Program Eligibility and Documentation TAG
09-2020: Statewide Individual Employment Plan Development Policy
01-2021: Measurable Skills Gain Policy
16-2021: Wagner-Peyser / Labor Exchange Policy
13-2021: Workforce Innovation and Opportunity Act (WIOA) Work Experiences for Youth Participants
23-2021: Document Management
07-2022: WIOA Adult and Dislocated Worker Eligibility and Documentation TAG
08-2022: Training Eligibility Justification
09-2022: Case Note Policy

NOTE: The above list is not all inclusive list; additional issuances, or otherwise updated issuances, may be applicable. All issuances can be found online at <https://jobs.mo.gov/dwdissuances>. Questions regarding issuances are to be directed to dwdpolicy@dhewd.mo.gov.